PRINCE EDWARD ISLAND
DEPARTMENT
OF
TOURISM
AND
PARKS

Annual Report
April 1, 1988 to
March 31, 1989

90-04173/

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PRINCE EDWARD ISLAND
CANADA

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OFFICE OF THE MINISTER

Hon. Gordon E. MacInnis

The Honourable Lloyd G. MacPhail
Lieutenant Governor of Prince Edward Island

May It Please Your Honour:

I have the honour to submit the annual report of the Department of Tourism and Parks for the year ending March 31, 1989. This report describes the Department's role in assisting the Island tourism sector meet the challenges and concerns facing the industry during the fiscal year.

The year under review was an active one for tourism in this province. From May 15 - October 31, 1988, visitation increased by 1.7% as compared to the same period the previous year.

The increasing quality of our accommodations, attractions and restaurants supported by superior service as well as the wide array of events and activities offered draw visitors to Prince Edward Island. Specific marketing endeavors including the annual theme campaigns 'Touch Nature' and 'The 125th Anniversary of the Charlottetown Conference' in addition to off-season marketing initiatives will ultimately promote the Island as a unique travel destination.

The cooperative relationship fostered between the Department and industry during the past three years is vital to the success of tourism in this province. The provincial tourism industry association (T.I.A.P.E.I.) provides strong leadership to the Island's thirteen regional organizations. The private sector is well represented in the ongoing planning and implementation of programs.

The 'Statement of Principles' adopted by provincial tourism members last spring was included in a development strategy presented to the public during the summer months. 'Tourism 2000' was endorsed by members of government and industry last year. This signing marks the beginning of a new era for tourism in this province. For the first time, a unified development strategy is in place which lays the groundwork for cooperative tourism planning to the end of this century.

I am very pleased with the performance of the Island tourism industry. My staff are to be commended for their dedication to Department objectives and for their part in making them a reality.

As Minister, I have spoken with a strong voice at Cabinet on behalf of Tourism and Parks, and I will continue to do so.

I pledge to continue to work with all members of the public and private sectors to ensure the appropriate development of tourism in this province. In so doing, all Islanders will reap the benefits of a healthy and prosperous industry.

Respectfully submitted,

Gordon E. MacInnis
Minister
Department of Tourism and Parks

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OFFICE OF THE DEPUTY MINISTER

Lawrence M. MacPherson

The Honourable Gordon MacInnis
Minister of Tourism and Parks
105 Rochford Street
Charlottetown, P.E.I.
C1A 7N7

Dear Sir:

I have the honour to submit a report which describes the projects and activities of the Department of Tourism and Parks during the fiscal year ending March 31, 1989.

This report is more than a summary of programs and services. It is a synopsis of teamwork and cooperation – a group of people working together to assist the Island tourism industry promote and market the province to potential visitors.

I am particularly proud of the individuals in the Development, Marketing, Parks and Administration Branches. They are to be commended for their dedication and commitment to realizing the goals of the Department.

I am especially pleased with the cooperative spirit which now exists between government and industry, with the Department in a service role and T.I.A.P.E.I. providing leadership. This relationship allows Tourism and Parks to provide a vehicle for development with industry's direction.

The Department and industry work closely with federal officials administering the Economic and Regional Development Agreement, Tourism Sub-Agreement programs and on a broader scale with Tourism Canada. The Sub-Agreement has an extensive effect on the Island tourism industry and terminates on March 31, 1989. Negotiations are in process for establishing necessary and appropriate assistance after this date.

On the provincial level, the Department and industry work cooperatively with other provincial departments and municipal governments.

These mutually beneficial relationships are the key to the success tourism has experienced in this province during the past three years. We look forward to continuing these productive partnerships in the future.

Respectfully submitted,

Lawrence MacPherson

Lawrence M. MacPherson
Deputy Minister
Department of Tourism and Parks

OBJECTIVES OF THE DEPARTMENT

The mandate of the Department of Tourism and Parks is to act as a catalyst in order to stimulate economic diversification and growth evenly throughout the province in the private sector with a minimum of undesirable environmental and social change.

The major objective of the Department is to plan, promote and develop the tourism industry in Prince Edward Island.

The Department is organized into three line branches: Development Branch, Marketing Branch and Parks Branch, with the Administration Branch providing departmental management, administrative services and support.

During the 1988-89 fiscal year, the Department of Tourism and Parks provided continuing support to the tourism sector in Prince Edward Island and cooperated with all levels of government and the tourism industry to increase travel to and within the province. Provincial Parks, an integral part of Prince Edward Island tourism, operated sites displaying varied representative features of the province and offered support for community participation and program attractions for all visitors.

EXECUTIVES OF THE DEPARTMENT

Minister	**Honourable Gordon E. MacInnis**
Deputy Minister	**Lawrence MacPherson**
Development Branch	
Director	Douglas Smith
Marketing Branch	
Director	Harvey Sawler
Parks Branch	
Director	Douglas Murray
Administration Branch	
Director	Dianne Bradley

PRINCE EDWARD ISLAND TOURISM INDUSTRY

Tourism continues to be the second largest industry in Prince Edward Island. From May 15 - October 31, 1988, the Island hosted 715,600 visitors. This figure represents a 1.7% increase in total visitation as compared to the same period the previous year. The industry contributed over $90 million in direct revenues to the provincial economy. It is estimated that if year-round non-resident as well as domestic tourism expenditures were calculated, the total economic impact would exceed the $175 million mark. Approximately 66% of non-resident spending stays in Prince Edward Island.

Tourism provides approximately 11,000 permanent and seasonal jobs in the province. This represents 16% of the provincial work force. The industry is the most important source of summer employment in the province. Employment in the field is expected to grow at 5% a year in this decade ... even faster in the next.

Tourism is an equal opportunity employer. It provides jobs and careers for skilled and unskilled workers, male and female, from virtually all levels of education and training. It is because of its economic and job-creation capacity that tourism has become one of the most competitive industries in the world.

Tourism in Prince Edward Island is small business personified. Almost 1200 small operations make up the tourism infrastructure in the province. The inventory of establishments consists of 5,497 roofed accommodation units, 34 private campgrounds, 14 provincial park campgrounds, 3 national park campgrounds and 68 attractions.

Prince Edward Island offers the travelling public a high-calibre tourism product. The quality of our natural environment is and will remain the most vital element of this province's economy. Nature has been especially kind to Prince Edward Island with our beautiful landscapes and first-class beaches. As well, we have our internationally-known red-haired orphan, 'Anne of Green Gables', our reputation as the 'Birthplace of Canada' and our world-famous foods -- lobsters, Malpeque oysters and potatoes.

In addition, Prince Edward Island is equated with a leisurely pace of life -- something about the way a farmer waves to you on a country road, an evening walk on a beach and the smell of freshly-cut hay on a warm country breeze. It's a wholesomeness and informality that our visitors feel instantly. And it is also a place which offers a variety of cultural and recreational activities. In this respect, Prince Edward Island ranks with the finest on the continent.

DEVELOPMENT BRANCH

DEVELOPMENT BRANCH

The Development Branch assists the private sector in the planning, upgrading and expansion of Prince Edward Island's tourism industry in the following areas:

- Regional tourism planning
- Facility and product development
- Market research and surveys
- Human resource development
- Legislative enforcement

The Branch also serves visitors to Prince Edward Island through:

- Visitor counselling
- A reservation service
- Literature distribution

PERSONNEL

Branch Management

Director - Douglas R. Smith

- Planning Assistant
- Secretary

During the 1988/89 fiscal period, four divisions functioned under the supervision of the Director:

Extension Division

- Senior Development Officer
- Development Officers
- Secretary
- (Seasonal Accommodation Inspectors)

Research and Statistics

- Research Officer
- Researcher - part-time
- (Seasonal Research Staff)

Visitor Services

- Coordinator
- Administrative Officer
- Communications Officers
- Administrative Clerk
- Distribution Supervisor
- Secretary
- (Seasonal Travel Counsellors)

Highway Advertisements

- Highway Advertisements Coordinator
- Highway Advertisements Field Representative

During the 1988/89 fiscal year, the Development Branch was involved in several significant programs and activities.

TIAPEI DEVELOPMENT COMMITTEE

The TIAPEI Development Committee has displayed leadership and provided advice on all new initiatives undertaken by the Development Branch.

TOURISM 2000

Tourism 2000 was adopted by members of government and industry in October, 1988. This development strategy, incorporating eight basic principles, will protect the Island's inherent strengths and ensure timely growth and cooperative tourism planning to the end of the century.

An objective of *Tourism 2000* is to develop a strategy to more evenly distribute tourist visitation to the Island. This plan will not decrease visitor numbers during the summer months but rather will generate methods to boost tourism activity during typically slower periods of the year. Generally, *Tourism 2000* will establish Prince Edward Island as a year-round destination by attempting to foster an environment which will encourage longer visitation and more exploration of the unique aspects of the province.

FACILITY AND PRODUCT DEVELOPMENT

The Department, in cooperation with the Tourism Industry Association of Prince Edward Island (T.I.A.P.E.I.), implemented a Tourism Product Development Program this year. This program provides the foundation for efforts to increase visitation during the off-season. It provides funding for new projects and events and contributes to the cost of hiring regional development officers in order to ensure that objectives of regional strategies and plans will be attained, Paulette Soloman is now in place in the Eastern Kings region.

The *Culinary Masters* is a major new initiative under this program. This international competition will be held in Charlottetown in May, 1989 and will be promoted by the Department and the Island tourism industry with assistance from the Culinary Institute of Canada. The 'Masters' will expose Island primary products to a more extensive audience and will position the province as a centre of influence in the international culinary field. As well, it will increase tourist visitation during the spring shoulder season.

A fall-shoulder season event was held at Brudenell River Provincial Golf Course in late August, 1988. The first Atlantic professional golf tournament, the *Atlantic Classic*, was the only stop on Canada's professional golf tour east of Quebec City. The Department and a group of subsidiary sponsors supported this event. The tournament received major media coverage on a national basis which greatly enhanced Prince Edward Island's image as a prime golfing vacation destination. A major sponsor will contribute $50,000 to the 1989 version of the 'Classic', thereby allowing the total purse to be increased from $60,000 to $100,000.

The 125th Anniversary of the Charlottetown Conference will be celebrated in Prince Edward Island during 1989. A special celebrations commission has been established by the Province under the coordination of the Department of Tourism and Parks. Extensive planning has taken place in order to organize Island-wide events in commemoration of the 1864 meeting.

The *Festival of the Descendants of the Fathers of Confederation* is one of the main celebrations. The descendants number in the thousands and will be invited to enjoy the food, music, dress and activities of the mid-Nineteenth Century at period picnics, receptions and concerts throughout the province. These initiatives will enhance the travelling public's awareness of Prince Edward Island as the Birthplace of Confederation as well as increase visitation. Descendants will be presented with commemorative medallions and special flags.

The Department will be a sponsor of the 1989 World Junior Softball Championships to be hosted by Summerside in July, 1989. This is the first global sporting event ever to be held in the province and will establish Prince Edward Island as a world-class sport destination.

For the second consecutive year, the Department reached an agreement with Confederation Centre of the Arts to extend main stage operations one week beyond Labor Day. This was a very successful venture with *Anne of Green Gables* as the main drawing card. This initiative provided the incentive for other tourism establishments to remain open later in the season.

The second annual *Festival of the Arts - Prince Edward Island*, a joint endeavor between the Department and the P.E.I. Council of the Arts, was expanded in 1988. Events and activities were presented which further enhanced the image of the Arts in the province and increased visitation in all regions.

The 18th annual *Canada Tuna Cup Tournament* was held in the waters off North Lake in September, 1988. This national event was jointly sponsored by the Department of Tourism and Parks and the Department of Fisheries. Nine Canadian teams participated in the tournament which drew visitors from across the nation.

The Acadian culture is a substantial component of tourism in this province. In 1988, more than 25,000 visitors came to the Evangeline area and spent $1.24 million there. For the third consecutive year, the Development and Marketing Branches and the Evangeline Tourist Association sponsored a series of tabloid-style newspaper supplements. These were produced by Tours Acadie and inserted in French daily and weekly newspapers in Quebec, Quebec rural and Acadian markets in New Brunswick. The Evangeline Region Development Officer position remains in place, jointly funded by the Department and the Secretary of State. As well, the first regional survey in the province was conducted in the Evangeline area last year. The Department contributed the design, supervision and survey-processing costs.

The new Cavendish Visitor Information Centre is under construction at the entrance of the National Park on Cawnpore Lane. This federal/provincial project will be completed in June, 1989. The Department is responsible for the construction of the 6400 sq. ft. two-storey building and the parking areas. The federal government will supply the land and develop the large interpretive display within the structure.

The Department and the Island tourism industry constantly strive to provide visitors with quality tourism facilities. Our accommodation inspectors continue to address problem establishments through regulatory means and by offering advice and counselling. The chief accommodation inspector and Director of Community Hygiene work closely together in monitoring inspections and complaints.

During the summer of 1988, the Department, in cooperation with Michelin Travel Services, implemented a grading program of Prince Edward Island attractions. Attractions were rated on the basis of a set of internationally-accepted criteria. Ratings were published in the 1989 Visitors Guide.

Plans are in the process to assist the P.E.I. Tourism Industry Association in implementing a pilot accommodation grading project this year in cooperation with the Province of Nova Scotia. This will assure visitors that the grading standards used in both provinces have a level of regional acceptance and recognition.

The Department continues to administer the Highway Information Signage System as well as the Highway Advertisements Act and Regulations. The Provincial Advertisements Committee has recently been restructured with major representation from the private sector and a member of industry as chairperson. Regional tourism association presidents will sit as ad hoc and voting members when a decision is to be made which will affect an operation in their area. The Island tourism industry will now choose whatever course of action government will pursue regarding roadside advertisements.

STAFF DEVELOPMENT

Goodness Gracious, the hospitality awareness program initially implemented in 1987, was delivered by T.I.A.P.E.I. during the 1988 summer season. This joint effort by industry and government addresses the need for human resource development within the tourism sector. Training must be provided for all tourism employees in the years to come.

NATIONAL TOURISM WEEK

Prince Edward Island, the Federal Government and provinces across Canada celebrated *National Tourism Week* from May 16 - 21, 1988. For the second year, Canadians paid tribute to an industry which is destined to be number one in the world by the year 2000. The official theme for the week was *Canada Grows With Tourism.*

NEW ENGLAND MARKET SURVEY

A New England Market Segment Study was completed in 1988. This project determined how the Prince Edward Island tourism product should be developed and/or marketed to encourage visitation from the New England area. The data established New Englanders' travel history patterns, lifestyle characteristics, what travellers desire in a trip as well as a measure of their potential to travel to particular destinations in the future.

MARITIME FOCUS GROUPS

Focus groups were held in the Halifax and Truro areas in June, 1988 in order to have residents of these areas evaluate the Department's tour packages. Worthwhile information was gathered from these assessments of our advertising techniques.

PRE AND POST TESTING OF ANNUAL ADVERTISING

Golfarb Consultants tested New Englanders' awareness of Prince Edward Island as a potential travel destination prior to and following our marketing campaign in the New England region. This study measured the effectiveness of our tourism promotional campaign in this area. The information was then utilized in the Department's marketing decision making.

SURVEYS/TOURISM TRENDS

In 1988, the Department conducted a tourist exit survey and a tourism literature evaluation survey on visitors leaving the province as well as a survey of tourist operators to gain input towards program development. A tourism awareness study of Island residents was also compiled this spring. *Tourism Trends* publications summarize the major findings of each survey.

VISITOR SERVICES

The Visitor Information System, comprised of twelve provincially-operated visitor information centres (VIC's) and augmented by 'Dial-the-Island' telephone service, provided an information and reservation service to the vacationing general public. 'Dial-the-Island' services Canada east of Ontario and those states east of the Mississippi River. In New Brunswick and Nova Scotia, 'Dial-the-Island' includes a reservation as well as an information service. The following is a summary of Division activities in 1988:

Literature Distribution

The literature distribution system distributed provincial and private publications throughout the VIC system. The Division responded to approximately 95,000 mail inquiries and forwarded bulk supplies in response to an approximate 1,700 requests.

Dial-the-Island

Dial-the-Island service from New Brunswick and Nova Scotia operated from mid-March until the end of October. A maximum of six lines processed approximately 42,000 calls (including 8,614 confirmed reservations). Dial-the-Island calls from other provinces and states processed 42,363 information requests during the calendar year.

Visitor Statistics

In 1988, 182,898 tourist parties sought information at the various visitor information centres.

Accommodation Deposits

Five visitor information centres provided an accommodation deposit service in addition to the information/reservation service. This guaranteed travellers' accommodations when they were unable to honour establishments' holding times.

Inspection and Licensing

The annual inspection of all accommodations was conducted by the Department of Tourism and Parks' inspectors. Nine hundred and forty-five licenses were issued to accommodations and campgrounds in 1988.

MARKETING BRANCH

MARKETING BRANCH

MARKETING BRANCH

The Marketing Branch presents the consumer and public information programs of the Department; assists private sector projects; and conducts the sales, advertising and public relations programs for Island tourism.

PERSONNEL

Branch Management
Director - Harvey Sawler

- Secretary

During the 1988/89 fiscal period, two divisions functioned under the supervision of Mr. Sawler:

Media Division

- Senior Media Coordinator
- Publications Coordinator
- Media and Marketing Officer
- Travel Influencer Coordinator
- Seasonal Editorial Assistant
- Secretary
- Seasonal Photo Library Assistant

Sales Development Division

- Senior Travel Sales Coordinator
- Group Travel Sales Representative
- Joint Promotion Group Coordinator
- Seasonal Tour Guides
- Seasonal Japanese Market Representative
- Secretary

PARTNERSHIPS/REGIONAL COOPERATION

The majority of programming within the Marketing Branch was dependent upon initiatives with private and public sector partners, the other Atlantic provinces and the Tourism Industry Association of Prince Edward Island (T.I.A.P.E.I.).

Partnerships included agreements with Fiesta Holidays, Air Canada, Air Nova, Air Atlantic, Prince of Fundy Cruises, Marine Atlantic, Tours Acadie, Bonanza Holidays, Mason Holidays International and the Magdalen Islands. Several of these ventures included assistance from Tourism Canada.

THEMES AND IMAGE DEVELOPMENT

The umbrella theme *One of the World's Great Islands* continued to stimulate local and off-Island tourism interests and remained the foundation of the provincial marketing plan. The second annual themed event focusing upon the 125th Anniversary of the Charlottetown Conference, combined with the first *Festival of the Descendants*, was prepared for the 1989 campaign year.

The marketing plan continued to focus upon specifics highlighted by the Birthplace of Canada theme, Anne of Green Gables and Lucy Maud Montgomery as well as the unique scenic beauty of the Island.

During the actual fiscal period, the *'Touch Nature'* theme was executed and served as a model for future themed years. The nature theme drew together tourism and environmental interests in a combined program for the first time.

PUBLICATIONS

Amalgamation of publications continued to be a goal of the Marketing Branch, further streamlining costs, distribution and ultimately, convenience for users. The official highway map, for example, was integrated into the centre of the Visitors Guide, making the book unique in North America. The Visitors Guide received recognition for its product presentation on a national scale. Four brochures, each focusing upon a unique selling feature of the Island, were produced and distributed through visitor information centres, produced as models for eventual reproduction in the 1989 Visitors Guide. These were titled, *Lighthouses, Harbours, Acadian Tours* and *Lucy Maud's Island.*

ADVERTISING

A new television campaign was produced and telecast in New England. Print campaign initiatives involved standard mass media initiatives which delivered an increase in inquiries. The focus of advertising was to boost shoulder season potential.

JAPAN MARKET DEVELOPMENT

A trade mission involving the Minister as well as public and private sector officials travelled to Tokyo for a successful schedule of meetings, sales calls and functions revolving around the World Travel Fair.

Emphasis has shifted from public to private sector leadership on Japan market initiatives. As a result, familiarity is being developed amongst Japan-based tour operators and local suppliers. Annual visitation increases are among the most significant in percentage terms within the tourism framework.

ACADIAN PRODUCT DEVELOPMENT

The Department conducted a Quebec newspaper campaign in partnership with Marine Atlantic as well as a French language magazine campaign in which Prince Edward Island ads were inserted in publications such as the French version of Reader's Digest and Chatelaine. The Branch has also exchanged advertisements with the Magdalen Islands in our Visitor Guides. A major new Acadian video will be produced in the near future. Tourism and Parks and the Canada/P.E.I. General Agreement on the Promotion of Official Languages sponsored promotional ventures to Paris and Louisiana. Plans are in place for similar endeavors to Quebec City and Montreal this coming winter.

THE JOINT PROMOTION GROUP

Earlier known as the Primary Products Committee, this amalgamation of government and private sector resources into joint programs began to examine new areas of potential. Model projects such as messaging on food products, joint trade show promotion and Japan market promotion highlighted the year.

MARKETPLACES AND TRADE SHOWS

The Marketing Branch participated in the following events.

- World Travel Mart, London
- World Travel Fair, Tokyo
- National Tour Association
- American Bus Association
- Ontario Motor Coach Association
- Rendez-vous Canada
- TourCanada

SEA SELL - THE CANADIAN FRIENDSHIP

Prince Edward Island was successful in negotiating a role in the second 'Sea Sell' promotion. A total of more than thirty-five Island operators, performers and animators travelled to Boston, New London and New York. This was the most significant promotional event ever undertaken by the Marketing Branch or Island tourism in general.

TRAVEL INFLUENCER/EDITORIAL PROGRAM

During the period covered in this report, approximately $2.1 million worth of free advertising was afforded the province through the Travel Influencer/Editorial Program.

Media kits including informative travel features and photographs were regularly distributed to 850 print media in North America and selected overseas markets. This resulted in 171 media placements. Additionally, approximately forty travel writers and photographers were sponsored as familiarization tour participants who visited Prince Edward Island to research and write travel copy for the print and electronic media.

THE TIAPEI MARKETING COMMITTEE

Through regular meetings and attention to detail on the part of private sector participants, the TIAPEI Marketing Committee exercises considerable influence over marketing programs and initiatives by challenging Marketing Branch concepts and by generating new concepts as a committee of the whole. Chaired by Leslie Miller, the group was particularly instrumental in 1988/89 in bringing about improved cooperative advertising for the Island private sector, in enhancing the packaging capability of the province and in providing the leadership to pursue ideas and projects on a biweekly basis.

PARKS
BRANCH

PARKS BRANCH

Provincial Parks has a mandate under the Recreation Development Act to operate and promote the orderly development of recreational opportunities and services and to encourage the preservation of natural resources and ensure their effective integration with other sectors of public and private endeavours.

PERSONNEL

Branch Management
Director - Douglas Murray

- Development Coordinator
- Secretary

Three divisions function under the supervision of the Director:

Operations - East of Charlottetown

- Manager
- Two Park Superintendents
- Operations Foreman
- Maintenance Tradesman
- Clerk
- (Seasonal Staff)

Operations - West of Charlottetown

- Manager
- Two Park Superintendents
- Operations Supervisor
- Two Operations Foremen
- Maintenance Tradesman
- Clerk
- (Seasonal Staff)

Operations - Brookvale and Upgrading

- Manager
- Planning Technician
- Park Maintenance Worker
- (Seasonal Staff)

In keeping with revitalization objectives for parks, one superintendent's position in the western region has been changed to respond to needs for more community participation and increased program activity.

RECOMMENDATIONS

- The campsite reservation program be extended to all campgrounds
- An Interpretation Week be initiated during the summer season
- A review of land holdings 'leaked' to the Branch from the Land Development Corporation be undertaken to assess continued needs
- Computerization for word-processing capability in the branch
- Addition of contour-cutting equipment for the golf course at Brudenell
- Continuation of capital funding for Brookvale alpine and nordic facilities in the second year of the project
- New uniforms for Brookvale staff
- Increased marketing of parks aimed at awareness of residents and maritime vacationers

ORGANIZATION OF PROVINCIAL PARKS

Provincial Parks operate under a headquarters office in the Jones Building in Charlottetown and from regional operation offices in Brudenell and Mill River Provincial Parks.

Park operation sections are responsible for running the parks including upgrading, maintenance, visitor programming, safety and statistics.

The parks system is composed of 31 developed parks offering camping (14 parks), golf (2 courses), beaches, picnic facilities, marinas, nature preserves, heritage sites and winter skiing facilities for both alpine and nordic skiers.

Parks are located primarily in the eastern and western ends of the province and along the south shore. All operate seasonally. There are 20 permanent staff, and parks hire approximately 240 seasonal employees.

Parks with high levels of visitation offer a schedule of regular activities including golf, tennis, canoeing, board sailing, lawn bowling, campfires, historical interpretation programs and recreation schedules. In addition, a series of special events are planned which include tennis tournaments and clinics, canoe and boardsail races, senior citizen days, sugar bush demonstrations and ski clinics. Parks also encourage and support events organized by communities such as highland games, blueberry socials, community days, Red Cross swimming classes, family reunions and day camps by special interest groups such as French students.

FACILITY CHANGES

- Official opening ceremonies were held for the new day use park at Tignish Shore. It was named Fishermen's Haven Provincial Park by residents of the area and features a full comfort station and playground facilities located on an excellent beach.
- Rebuilding of the 17th fairway on the golf course at Brudenell was substantially complete by the end of the year. An average of three feet of fill was added plus drainage tile to about half the length of the fairway to resolve the perennial problem of poorly-drained soil.
- The large adventure playground at Fantasyland Provincial Park was rebuilt with pressure-treated timber. The previous structure was in poor condition.
- The office structure at Cedar Dunes Provincial Park was replaced during the winter and a new comfort station started. Both will be finished before the 1989 season.
- The ski lodge at Brookvale was also started during the late winter. This will be a much needed improvement providing a cafeteria, washrooms, change rooms as well as meeting and viewing areas overlooking the slopes.

PROGRAMS AND PUBLICATIONS

Parks added a ski-ranger program at Brookvale during the winter aimed at increasing skier safety by educating participants and controlling abuses. Brookvale also added a sixth day per week of operation to provide for increasing use by school groups. Negotiation with representatives of the Brookvale Community has resulted in creation of the Ski Park Friends, a support group of residents of the area.

Lifeguard service was added at Chelton Beach for the safety of visitors. Security Officers were added at four parks, Jacques Cartier, Brudenell, Panmure Island and Cedar Dunes.

A mobile visitor-program team visited parks in the Eastern region bringing a variety of activities which were otherwise not available to these sites.

In March, the maple syrup demonstration program at Mill River was assisted by a forestry technician who introduced the project into regional schools prior to students visiting the site. The golf course at Mill River opened two weeks earlier than previous years in cooperation with Rodd's and the Golf Association. An Interpretation Week was piloted at Brudenell complementing the tourism *'Touch Nature'* marketing theme for the year. A number of new visitor programs were developed for the season, the major one being 'The Wake of Kelly's Fairy' at Brudenell. Campsite reservations were available at Brudenell, Mill River, Northumberland, Cedar Dunes and Cabot Parks. The program was introduced at no cost to visitors but requires a one-night fee deposit.

Brudenell hosted two national golf tournaments during the season, the national Pre-Seniors and the 'Atlantic Classic'. The latter is a pro-am event on the Canadian Tour for Professionals, and its success has established the Brudenell course as a valuable part of the tour.

An agreement was signed with the Kinkora Area Business Commission to make improvements to Scales Pond Provincial Park, and negotiations are underway to lease land to the community adjacent to Lord Selkirk Provincial Park for community recreation development.

STATISTICS

Recorded summer visitation in 1988 showed a decrease over the warm dry summer in 1987. There was a high level of participation in activities but camping showed a decrease of 6.6% (a total of 82,068 visitor nights as compared to 87,906 the previous year). Golf rounds increased by 1.4% for the season, although restrictions on play by members during two tournament weeks at Brudenell indicate a higher real increase. Skiing at Brookvale increased by 5.1% on the daily average attendance for the season.

Total revenue for the branch reached $948,200 for the year, almost identical to the previous season. Lower attendance in some activities such as camping were balanced by higher fees to achieve this.

Cost recovery for total management and operations costs totaled 37.4%, down 0.1% from 1987.

ADMINISTRATION BRANCH

ADMINISTRATION BRANCH

The Administration Branch provides support services to the other branches of the Department. Major areas of responsibility are:

- Budget preparation
- Expenditure monitoring and forecasting
- Invoice and expense-claim processing
- Staffing
- Classification
- Payroll
- Staff development
- Other employee-related programs

PERSONNEL

Branch Management

Director - Dianne Bradley

In addition to the Director's position, the Administration Branch is comprised of the following positions: - Administrative Officer - Accounts Clerks - Secretary - Receptionist

Departmental Staff

On March 31, 1989, the Department had a total of 55 permanent positions - 52 permanent full-time and 3 permanent part-time. Approximately 350 employees were hired on a seasonal basis, mainly in the areas of visitor counselling, maintenance of parks and parks recreational programming.

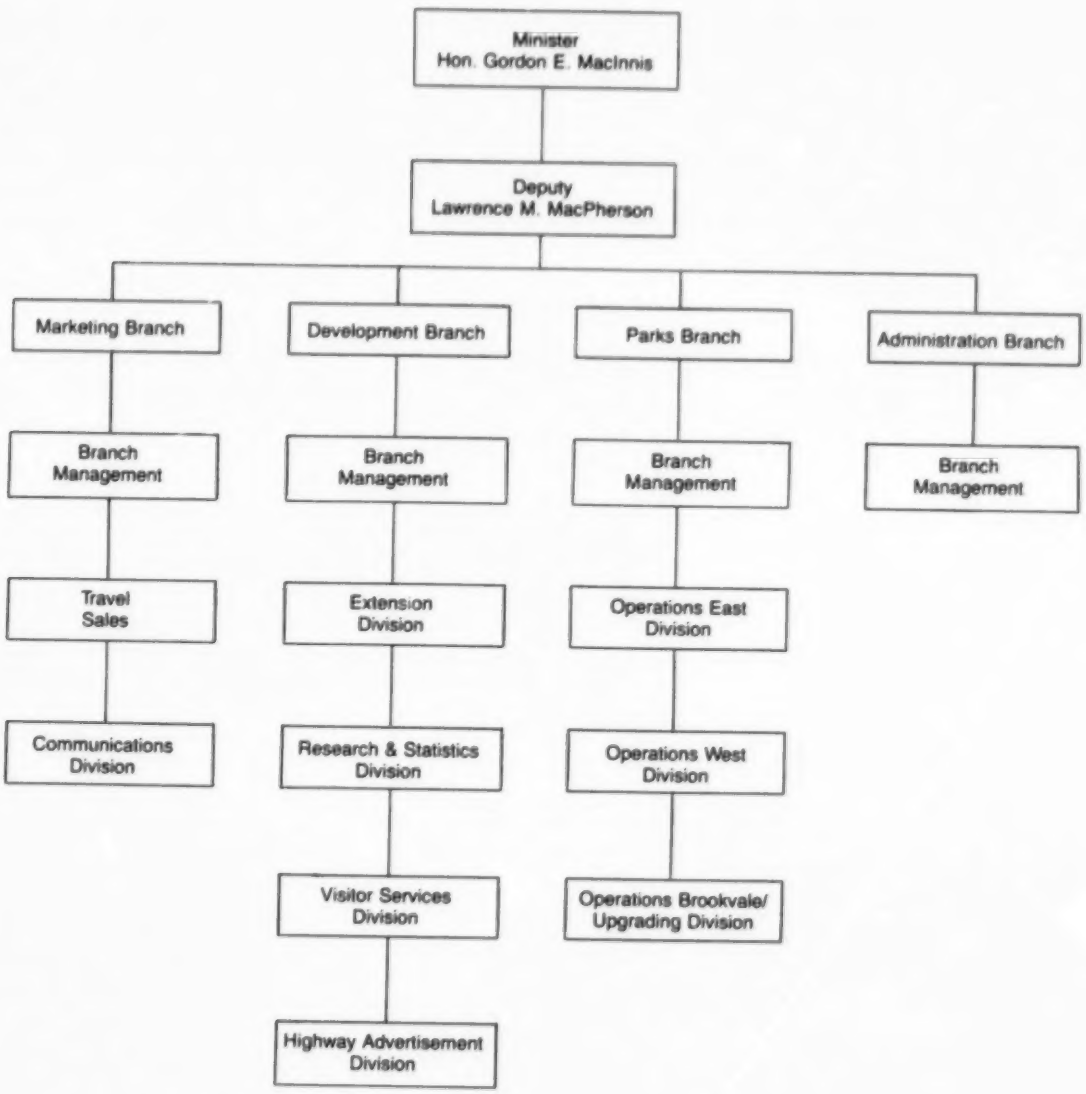
Establishment Review

The establishment review which began in June of 1987 was completed in October of 1988. As a result, all established positions in the Department were reviewed for appropriate classification, and adjustments were made accordingly.

APPENDICES

APPENDIX 1

ORGANIZATIONAL CHART AS OF MARCH 31, 1989



APPENDIX 2

DEPARTMENT OF TOURISM AND PARKS
STATEMENT OF EXPENDITURES
for the year ended March 31, 1989
(Unaudited)

	1988-89 Estimate	1988-89 Actual Expenditure
DEPARTMENTAL MANAGEMENT		
Administration	$ 404,100	$ 425,517
125th Anniversary	-	34,869
	404,100	460,386
TOURISM DEVELOPMENT		
Branch Management	$ 112,900	$ 110,220
Visitor Services	889,300	926,932
Visitor Services - Upgrading	63,500	-
Research	42,600	46,176
Visitor Counts & Surveys	203,100	104,844
Market Segment Research	198,400	162,852
Pre & Post Testing	51,400	55,621
Extension	94,800	76,110
Festivals & Events	47,300	50,240
On-Island Incentive Advertising	27,100	30,777
Evaluation ERDA	70,200	14,727
Shoulder Season Development	45,900	108,221
Signage & Accommodation Inspection	101,800	108,593
Product Development	145,700	230,980
	$2,094,000	$2,026,293
TOURISM MARKETING		
Branch Management	$ 394,600	$ 392,823
Conventions	72,000	170,652
Sales Development	24,100	61,978
Targeted Marketing	613,600	630,969
Tour Development	57,400	88,094
Advertising & Communications	820,300	867,129
Travel Influencer	168,200	95,944
Shoulder Season Marketing	263,400	274,918
Publications	405,400	536,613
Primary Products Promotion	-	14,171
	$2,819,000	$3,133,291
PARKS		
Branch Management	$ 306,400	$ 285,894
Parks - East	969,100	995,906
Parks - West	1,024,100	1,048,324
Brookvale	203,400	220,933
	$2,503,000	$2,551,057
DEPARTMENT TOTAL	$7,820,100	$8,171,027

APPENDIX 3

DEPARTMENT OF TOURISM AND PARKS
STATEMENT OF REVENUE
for the year ended March 31, 1989
(Unaudited)

	1988-89 Estimate	1988-89 Actual Revenue
ADMINISTRATION		
Economic & Regional Development Agreement	$ -	$ 6,861
TOURISM DEVELOPMENT		
Economic & Regional Development Agreement	$ 328,800	$ 192,869
French Services Agreement	15,000	130,739
Signage Fees	100,000	102,772
Poster Sales	5,500	9,599
Concessions	3,000	3,030
Miscellaneous	-	18
	$ 452,300	$ 439,027
TOURISM MARKETING		
Economic & Regional Development Agreement	$ 554,700	$ 613,060
Advertising Sales	-	109,314
Miscellaneous	-	2,317
	$ 554,700	$ 724,691
PARKS		
Parks - East	$ 481,500	$ 485,277
Parks - West	278,000	320,659
Brookvale	147,500	142,228
	$ 907,000	$ 948,164
DEPARTMENT TOTAL	$1,914,000	$2,118,743